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*Anniversary Report on the Results
of the 1961*

PERSONNEL POLICY REVIEW MEETING

October 1962



FOREWORD

This report shows that the type of group effort involved in the Personnel Policy Review Meeting can produce tangible results.

The Meeting provided material which has been a basis for the program of the Office of Personnel for the past year. The same is no doubt true for most agency personnel offices.

But we have just begun to get into the type of professional personnel management we need to have in USDA.

Within the next several months we will begin receiving printed output on personnel statistics in the Department from an electronic computer (ADAM). This output will require a highly professional capability on our part to analyze, interpret and use to develop solutions to personnel problems.

Also, during the next year, we will see some of the benefits of the personnel research efforts (MOHR) by the members of the recently created Personnel Research Staff of OP. These men will assist all of us in scientifically obtaining more and better data about human resources. They will also help us interpret it accurately. During this effort, all of us will be developing our own professional capability in this area.

Further, we will, during the next year, have become more adjusted to cooperating in common endeavors, on a Department-wide basis, in the personnel field.

This report will be the last of its type on the first Personnel Policy Review Meeting, although there will be a few brief supplemental reports on recommendations not yet implemented. But another meeting will probably be advisable no later than the spring of 1964. Perhaps in that meeting we will want to concentrate upon our automated system of personnel statistics; the personnel research efforts as they have developed at that time; and on similar types of projects which will make our function more helpful to operating officials.

Now is the time for every personnel technician in the Department to begin thinking about his job within the environment of automation and personnel research, with a view to making a contribution in the next Personnel Policy Review Meeting. We have -- through the Evaluations Committee, the Personnel Research Staff, and in many other ways -- begun to identify new problem areas. These problems will need to be analyzed, and alternate solutions defined, so that courses of action can be planned that will more effectively tie the personnel function in with the operating programs.

Carl B Barnes

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O N E

Y E A R

A G O !

One hundred sixteen line administrators, personnel officers, officials of the Secretary's office, and representatives of the unions and employee organizations had met at Philadelphia for a full week.

WHY?

This Meeting, held September 25-29, 1961, provided these people with a forum for final debate and majority agreement on policies and programs needed to make the Department function more efficiently.

Secretary Freeman had said in a speech on Friday, September 22 before many of those who attended the Meeting:

"I look forward to concrete, effective results and proposals as the result of this Meeting. I do not think anything quite like this has ever been done before. . . .

"I am pleased with the organizational approach and the recognition that we need to get down to some hard rock fundamentals . . . and not have a lot of glorious generalizations. I am sure you will do exactly that. The recommendations made -- I can assure you -- will be most carefully and thoroughly reviewed. They will be implemented as you indicate they should be -- in relation to the other things that we are doing."

The Secretary concluded by saying:

"Again, I want to compliment all concerned and emphasize how important I think this is. I think that you are going to have an interesting and stimulating meeting -- that much good will flow from it. This is a first major move. You will be laying the main foundation upon which we hope to build. Build I am confident that we can. We can really say -- positively, and affirmatively, without fear of contradiction -- that this is the best administered, best run, most effective operation in the entire Federal Government."

Secretary Freeman knew of the planning and preparation which had gone into the Meeting up to that point. He knew that the problems selected for consideration were based on carefully considered NEEDS.

HOW WERE THESE NEEDS DETERMINED?

On the day he took office the Director of Personnel began a systematic search to determine what should be done to meet the basic needs of both the employee and management.

He began a practice of periodically meeting in closed sessions with a group of personnel officers who knew the pulse of conditions and were willing to level on matters which needed attention.

He met individually with agency heads and deputy administrators for management during July and August to get their candid views.

All agency heads were asked to get from their line and staff officials a list of policy and program changes which were needed.

The results of questionnaires returned by nearly 8000 employees were added to these sources of information, collated, analyzed and used by the Meeting's Steering Committee to select the most critical problems.

Eight major general problem areas were selected -- seven by the Steering Committee:

Agency-OP-Secretary's Office Relationships

Careers

Controls and Servicing

Employee Conduct

Employee Relations

Management Development

Pay

and an eighth, by the Director of Personnel:

Employee-Management Relations

ORGANIZING THE MEETING

All but four of the regular participants were assigned by the Steering Committee as members of eight study groups -- one study group for each major problem outlined above. These study groups generated the recommendations that were debated for a full day by all the conferees.

One hundred thirty six recommendations received a majority vote. These were referred to Director Barnes, who with his staff, the Administrative Assistant Secretary, and representatives of the Office of the General Counsel, discussed and agreed to 132 of them.

ACTION!

The reaction of the agencies to the Meeting was one of satisfaction. "It's fine so far, but what will be done about the recommendations?"

The employees responding to the "Employee Questionnaire on Personnel Policy" generally approved of the policies as stated in the questionnaire. They were less inclined to feel that these policies had been properly applied.

This emphasized a principle which is almost a truism -- "a policy is no better than its execution." It pointed up the need for getting the real intent of the recommendations to become a part of the operations of the Department as rapidly as possible.

To this end the Director of Personnel led his staff in a very active effort to get the recommendations implemented.

He began assigning responsibility for recommendations before the Meeting had adjourned. Assignments were completed soon after returning to Washington. Action was taken to implement a few the first week.

A system of follow-up was put into use in the Office of Personnel. The Evaluations Committee which evaluated conduct of the Meeting was asked to continue and appraise the steps taken to implement the recommendations.

On last July 10 the Evaluations Committee was reconstituted and asked to add to its function of evaluation, that of ferreting out new problems which need attention.

Eleven task forces composed of more than 90 officials and technicians developed policy, programs and procedures called for by 40 of the recommendations. All but three of these groups have completed their assignments.

A reorganization of the Office of Personnel was partially developed to conform to these recommendations.

Projected work plans for functions and projects of the Office appropriately included the recommendations basic or related thereto.

WHAT ARE THE RESULTS?

The current status of the 132 recommendations approved at the meeting show that:

48 have been completed -

As a rule completion means that the recommendation has become an official part of the regulations, policies, and programs of the Department.

31 are continuing on schedule -

Most of these are recommendations which never will be completed but must be followed up on continuously in order that they have the desired effect.

22 have studies completed -

The required action has not been taken to put them into effect.

31 have studies underway -

These recommendations are still being studied because of timing, priorities, changes in other regulations or policies relating to them, and the need for full discussions and clearances.

CURRENT STATUS OF RECOMMENDATIONS
Made At
THE PERSONNEL POLICY REVIEW MEETING

GENERAL

No. 1 - Policy and Philosophy of Personnel Management

Status: The concepts which are emphasized by this recommendation have, to a large extent, been included in all appropriate policies and statements issued by the Office of Personnel. This includes 8 AR, Chapter 1, on Personnel Policy and the Management Development Program.

DELEGATIONS

Nos. 2, 3, and 4 - Delegate to agencies maximum authority to operate. Keep personnel servicing as close to operating level as practicable. Study efficiency and effectiveness of present system of prior approvals with increased emphasis on review after the fact

Status: Report on status of Recommendation No. 2 applies equally to Recommendations Nos. 3 and 4. These were handled as a package since each is directly concerned with the same objective.

Action to carry out these recommendations has been outstanding. Since approval of the recommendations, the following delegations have been made in addition to those resulting from other recommendations relating to delegation of authority:

1. Wage Rate Authority
2. Training and Promotion agreements (A-298 - 11/17/61)
3. Reassignments
4. Extension of details between agencies (A-298 - 11/17/61)
5. WOC Collaborators
6. Limitation on classification of positions above GS-13 on Personnel Administration positions (A-298 - 11/17/61)
7. Demotions
8. Approval of Leave Without Pay beyond two years (A-298 - 11/17/61)
9. Prior approval of SF-50 actions with reference to Title 8 AR, Chapter 11 (A-298 - 11/17/61)
10. Prior approval of interchange with State Government and institutions of higher learning (A-298 - 11/17/61)

Nos. 30 and 31 - Permit further delegation of authority to agencies under the Government Employees Training Act and reduce current workload of paper reports necessary under the provisions of the act

Status: On April 26, 1962, Amendment No. 315 to 8 AR, Chapter 40, gave agencies delegated authority up to and including thirty-nine continuous weeks of training. This permitted agencies to approve training without prior approval of the Office of Personnel in at least 96% of all cases.

Five other specific changes in Chapter 40 gave additional delegation to agencies and reduced the amount of paperwork and lead time necessary to process requests for training under the provisions of the Act.

Chapter 40, 8 AR, has been completely revised to conform with the new FPM. Recent delegations were included in this revision. Target date for the issuance of the new regulations is January 1963.

A study committee has been formed to revise Department forms AD-281 and AD-295 with the possibility of combining these to forms suitable for adaptation with ADP. Results of this effort will be reported in January 1963.

Nos. 48, 49, and 50 - Relaxation of pre-employment checks

Status: Implemented by Personnel Memorandum No. 119 dated December 29, 1961.

No. 56 - Delegate removal of all classes of employees for which final employment authority is delegated; provided further that it be redelegated to the level to which employment authority is delegated

Status: This recommendation was implemented by publication of Amendment No. 320, dated June 11, 1962, to 8 AR. Effective date of the delegation was July 1, 1962.

No. 86 - Approval of cash awards

Status: Has been implemented by Personnel Memorandum No. 26, Revised, dated September 19, 1962, which increases authority to agencies to approve cash awards to \$1500 by agency heads and \$2500 by Director of Personnel.

No. 97 - To insure maximum delegation of authority to resolve issues resulting in grievances by first and second line supervisors

Status: Implemented by Amendment 323, dated July 13, 1962, to 8 AR.

REVIEWS AND INSPECTIONS

No. 5 - Review agency performance to increase competence in personnel management

Status: See Nos. 40, 41, 42, 43, and 44 below.

No. 39 - OP give leadership to substantive analyses and review of personnel programs with emphasis toward employee development

Status: The Director of Personnel is making a request for staff which would be available to conduct reviews of the type described in the recommendation.

Nos. 40, 41, 42, 43, and 44 - Integrate reviews and inspections, develop standards for personnel programs, emphasize consultative reviews and report findings to responsible field officers

Status: The above listed recommendations all deal with the subject of inspection. A task force on inspections and reviews considered these recommendations and developed a new 8 AR Chapter 2.5 "Personnel Management Reviews and Evaluations". This Chapter was issued on August 2, 1962 and is responsive to the various points included in this group of recommendations.

COMMUNICATIONS

No. 6 - Communicating with Employees on Personnel Activities

Status: "Tips to Supervisors", "USDA", including the "Question and Answer Box", and "Keeping in Focus" have been used to inform employees and officials. The USDA Employee Council and other employee organizations are asked to react to some proposed policies and programs.

No. 7 - Review by Agencies of Policies During their Development

Status: Many of the policies and programs are initially developed by task forces made up of representatives of the agencies and the Office of Personnel. There were 11 of these task forces composed of 94 members who worked on 40 of the PPRM Recommendations.

Drafts of all major changes in policies and programs developed in the Office of Personnel have been sent the agencies for review. Many of these have been discussed at meetings of appropriate agency representatives.

No. 8 - Collection and Distribution of Ideas

Status: "Tips to Supervisors" has been used to distribute ideas. Also, Training and Safety items are being collected and regularly distributed through use of special releases. Distribution has also been made of Training materials such as: Correspondence Courses in "Practical Use of English"; programmed instruction and gaming.

No. 9 - Meetings with Personnel Officers

Status: The Director of Personnel meets in "closed session" with personnel officers of the major agencies plus one or more from the smaller agencies at frequent intervals to discuss personnel problems. Also, meetings of all

agency personnel officers, plus appropriate agency staff personnel, are held to discuss problems of common interest and review proposed policies and programs before being finally issued. Talks by authorities in personnel administration and discussion of special programs developed by other Federal agencies are held at monthly luncheon meetings for personnel officers, their staff members, and administrative officials.

Meetings, councils and seminars of special groups such as training, classification, safety officers are also being used to maintain communication.

No. 10 - Appearance of the Director of Personnel Before the Secretary's Luncheon Meetings

Status: As recommended, the Director of Personnel regularly attends the monthly luncheon meetings held by the Secretary for agency heads and other appropriate officials and presents pertinent information to the group.

No. 11 - OP to Furnish Speakers

Status: A tentative plan has been developed for use by the Office of Personnel for selecting and training of members of its staff to effectively present ideas about the personnel programs, philosophy, and policies and important personnel developments to groups within the Department. The Office of Personnel issued in September a "Tips to Supervisors" on public speaking. This will be used as a partial basis for training OP speakers.

No. 95 - Study effectiveness of employee and management communications

Status: A preliminary study was completed of this problem on February 28, 1962, by the Office of Personnel. Further consideration must be given it by representatives of Offices of Information and Personnel.

RESEARCH ON PERSONNEL MANAGEMENT - ADP

No. 13 - Research on Personnel Management Problems

Status: A Personnel Research Staff, consisting of three professional psychologists and supporting clerical workers, has been established. This Staff is now planning a program of needed research, with special emphasis at this time on MOHR.

No. 14 - That OP collaborate with agencies of this Department and other departments to obtain data representing research in personnel management

Status: The Personnel Research Staff is establishing contacts with agencies in USDA, elsewhere in government, and with outside organizations. Useful ideas and methods are being fed back to points in USDA where they may be applied profitably.

No. 15 - Inventory of needed personnel management legislation with a view toward passage by Congress of those measures considered necessary

Status: Completed. An inventory of needed personnel legislation was made in November 1961. Agency recommendations were coordinated and edited and forwarded to Civil Service Commission for inclusion in their legislative program. Special Staff Report entitled "Personnel Legislation" made to USDA agencies and delegates to PPRM in March 1962. This reported outcome of recommendations to Civil Service Commission. On July 20, 1962, Director of Personnel sent memorandum to Agency Heads and Personnel Officers soliciting recommendations for currently needed legislation and establishing system for annual reporting of needs.

Nos. 37 and 38 - Implementation of the ADP Policy of the USDA

Status: Each Division is in the process of developing its part of MOHR (Management of Human Resources). ADAM (Agriculture Department Automated Manpower) is being coordinated by the Policies and Procedures Division. The newly appointed Personnel Research Staff, consisting of three psychologists, research associate, and a secretary, will concentrate on the research needed to develop and validate the broader uses of the potentials of ADP. The Director of Personnel, having had several years of experience in this field, is also giving active direction to its application to personnel.

A task force is developing a Career Program considered essential to proper development of MOHR. This task force is also acting as a Steering Committee for the development of MOHR.

EMPLOYEE UTILIZATION

No. 12 - Interchange of Personnel between OP and Agencies

Status: The Office of Personnel has been fortunate in receiving assistance from several capable agency staff people. Although there has been no direct exchange of personnel between OP and the agencies, a tentative plan for this has been developed. Also, the program which is expected to be developed on Career Planning by a task force recently appointed by the Director of Personnel is expected to provide a practical basis for the interchange of personnel between OP and the agencies.

No. 16 - Attention to clear, clean and practical plan for Defense Planning

Status: Secretary's Memorandum No. 1489 issued on February 1, 1962, made specific assignments within the Department of Defense responsibilities. Secretary's Memorandum No. 1490 issued February 1, 1962, established a USDA National Defense Board. On May 10, 1962, the Special Assistant to the Secretary of Defense issued a memorandum designating membership on a USDA Defense Operations Committee. A series of USDA Defense Policy Memorandums has been issued. These are positive steps which have been taken to improve the Department's defense effort.

No. 17 - That increased use be made of the student trainee program

Status: Although there is little agency enthusiasm for this recommendation, OP is reviewing, with agencies, the student trainee agreement coverage to accomplish the intent of the recommendation by amending the present agreement with the Civil Service Commission to include additional proposed categories as necessary.

No. 19 - That the rule of three be relaxed to permit selections from broader base

Status: Recommended to and disapproved by the Civil Service Commission. Will require legislation.

No. 20 - That selective certification be more liberally construed

Status: Agencies were asked to describe the problem encountered in the area covered by the recommendation and to offer suggestions for improvement.

The data gathered to date is not sufficient. The Office of Personnel is continuing to take advantage of every reasonable opportunity to encourage the Civil Service Commission to extend its present attitude toward broadening the application of the principle of selective certification.

No. 21 - To improve competitive position in recruitment, temporary appointment authority be extended to permit hiring pending completion of examination and certification

Status: A task force was organized. It reviewed present authorities for filling competitive positions on a timely basis. Further action by the task force is indicated here.

No. 22 - To improve Department's competitive position in recruitment, authority be granted to pay interview expenses

Status: An IAG committee presently has this problem under consideration and the Office of Personnel is supporting the committee in the development of a legislative proposal authorizing the reimbursement to applicants for expenses incurred by them for pre-employment interviews.

The Civil Service Commission was furnished with an estimate of the number of payments and cost of interview expenses which would be incurred during the calendar year 1963 in shortage category positions if the necessary authorization existed.

Legislative proposal has been made.

No. 23 - Pay costs of movement of household goods and travel expenses of employees and immediate family to first post of duty

Status: Under Public Law 86-587, the Civil Service Commission may authorize the payment of travel and transportation expenses for appointees to positions

for which it determines that a manpower shortage exists. The Office of Personnel gathers information and makes recommendations to the Civil Service Commission as needed. Implementation of this recommendation is a continuing function.

Legislative proposal has been made.

Nos. 25 and 26 - Clear understanding with Civil Service Commission as to the scope, functions, and operating relationships of Boards of Examiners, and to exercise aggressive leadership to assure the maintenance of an examining function responsive to program needs

Status: A staff paper, "Review of USDA Board of Examiner System", was prepared in July 1962. Since its release several conferences have been held with the officials of the Civil Service Commission, Department personnel officers, and other concerned officials. A decision on this matter is imminent. The policy and regulations reflecting this decision will be released within approximately 30 days.

No. 27 - That the Civil Service Commission re-examine the Federal Service Entrance Examination for management leadership candidates

Status: Agencies provided examples which reflect basic weaknesses in the Federal Service Entrance Examination. Responses indicated that older candidates are certified from Federal Service Entrance Examination registers for positions not requiring positive formal education. The principal problems stem from: (1) present prohibition against establishment of maximum age limits; (2) operations of Veterans Preference Act; (3) absence of positive education requirements or specific selective factors inherent in the job.

The Department has recommended that maximum age limits be recognized for trainee type positions in scientific, professional and administrative jobs.

No. 28 - Re-establish reasonable maximum age limitations for junior professional positions

Status: Analyzed data submitted by agencies indicating problems encountered as a result of no age limitation. Reported thereon to CSC in letter dated January 24, 1962, requesting support of our position for re-establishing maximum age limitations on certain trainee positions. CSC responded in letter dated March 30, 1962, giving their views as to why absolute disqualification on basis of chronological age could not be justified.

No. 32 - Abolish performance rating system

Status: This proposal has been made to the Civil Service Commission. The Personnel Research Staff is, with the cooperation of the agencies, making plans for the development and validation of an adequate performance evaluation system.

No. 33 - The Civil Service Commission has recently included this statement in its instructions on Merit Promotion Programs: "Concurrent consideration shall be given to qualified individuals outside the agency who might be available." Recommend that the Civil Service Commission change the "shall" to "may"

Status: Proposal was made to the Civil Service Commission and instructions have been modified.

No. 34 - Abolish 8 AR 404 which restricts promotions and reassignments from outside the Department

Status: This provision was abolished November 27, 1961.

No. 35 - Provide for retention of best qualified in RIF

Status: Since this requires an amendment of the Veterans Preference Act, no action was deemed advisable at this time.

No. 115 - That certain Schedule A management positions be changed to Career

Status: This has been under study and discussed with the Civil Service Commission officials. A proposal will be developed which can be submitted at an appropriate time.

EFFICIENCY IN OPERATIONS OF PERSONNEL WORK

No. 36 - Minimize detailed documentation wherever possible

Status: Nothing specific. This requires a continual awareness on the part of all.

No. 45 - Consolidation of Personnel services

Status: A study has been made for the Administrative Assistant Secretary of the common service requirements of the small agencies. Since Personnel has been included in this study, it can be considered as a pilot program as specified in the recommendation.

No. 46 - Establishment of Department-wide committee for organized review of need for frequency and form of existing personnel records and reports

Status: Committee not established. Review of reports and record needs and forms is going on intensively under MODE program.

No. 47 - Slip Sheet FPM and Title 8

Status: Have recast first two chapters of Title 8. Sent to agencies for comments. Copies of FPM revised chapters are being received as drafted. Title 8 rewrite is moving in line with FPM rewrites as rapidly as resources will permit.

INVESTIGATION AND SECURITY

- No. 51 - That security clearances be retained by employees when they leave sensitive positions

Status: A careful study made of this recommendation revealed that it is contrary to the provisions of E.O. 10450, Security Requirements for Government Employees, and E.O. 10451, Safeguarding Information in the Interest of the United States. In view of this, it has been determined that the Office of Personnel will not put it into effect. A memorandum explaining the action is being issued.

- No. 52 - Further emphasis should be exerted on agency review of all positions designated as sensitive to determine whether sensitive classifications should be retained

Status: This recommendation was implemented by the issuance of a memorandum requesting such a review to be made of agency personnel officers. Determination has not been made as of this date whether there is an overage of sensitive positions in the Department.

- No. 53 - To publish guidelines for evaluation of applicants with arrest records consistent with Civil Service Commission standards

Status: In draft form which provides for relaxation of prior approval requirements.

- No. 54 - That the Department seek to simplify disciplinary processes and when necessary press for legislative action to simplify procedures and to remove excessive complexities in the disciplinary action field

Status: a. Equal treatment of veterans and non-veterans has been accomplished by a change in the Civil Service Regulations which is reflected in the current 8 AR, Chapter 58.

b. Repeal of unsatisfactory performance ratings recommended to Civil Service Commission.

c. The Commission was requested to define the term "reduction in rank". The Commission has distributed proposed instructions defining this term. Comments are being submitted with regard to these instructions.

d. The Review and Adjudication Division is making post-audit of all disciplinary actions. All disciplinary actions appealed under the Departmental Appeals System will be examined at the beginning of the appeals procedure to determine if procedural requirements have been met.

- No. 55 - Training of supervisors in the handling of cases of unsatisfactory performance of duties and conduct

Status: A letter concerning proposals for training has been sent to agency training officers for review and comment. Copies of "Tips to Supervisors on Weeding of Employees" were sent to 23,000 Department employees in July, 1962.

- No. 57 - As a corollary, it is recommended that OP, in consultation with agency officials and employee groups, design and establish a Department appeals system for disciplinary cases

Status: This recommendation was implemented by the publication of 8 AR, Chapter 58, and the Hearing Officer's Manual after a thorough review of the Executive Order requirements and conferences with agency personnel.

EMPLOYEE-MANAGEMENT RELATIONS

- No. 59 - That management maintain a favorable climate toward affiliation with employee groups

Status: Implemented by Secretary's Memorandum No. 1486, dated January 18, 1962.

- No. 60 - That Department cooperate with representatives of employee groups in personnel policy development

Status: Implemented by Department's plan and Amendment No. 322 to Title 8, Administrative Regulations, dated July 10, 1962.

- No. 61 - That employee organizations in USDA shall recognize their responsibilities to the public and its members

Status: Implemented by Department Administrative Regulations Amendment No. 322 to Title 8 dated July 10, 1962. Each collective bargaining agreement also includes this responsibility.

- No. 62 - That employee organizations recognize USDA responsibility to direct, manage, and control programs and personnel

Status: Following the guidelines provided in E.O. 10988, Amendment 322 to Title 8 AR dated July 10, 1962, embodies this recommendation.

- No. 63 - That employee organizations shall exercise prudence in use of time and facilities provided by the Department

Status: Implemented by Amendment 322 to 8 AR dated July 10, 1962.

- No. 64 - That employee organizations demonstrate spirit of mutual cooperation in mission of the USDA

Status: Implemented by specific reference in each agreement developed between the Department and employee groups.

- No. 65 - That employee organizations promote improvement of programs and procedures toward effective operations and service to public

Status: This principle is provided in the Department policy and implemented in Amendment 322 to 8 AR dated July 10, 1962.

- No. 66 - That USDA consult with employees and employee organizations concerning employment matters

Status: Implemented by Amendment 322, 8 AR dated July 10, 1962.

- No. 67 - That Department recognize organizations as exclusive bargaining agents when such organizations are so elected by a majority

Status: This is recognized in both policy and 8 AR Chapter 44.5. USDA was the first in the Federal Government to provide exclusive recognition.

- No. 68 - Establish minimum standards of conduct of employee organizations to be eligible for negotiation or consultation with management

Status: The Department in consultation with agencies has commented on a draft of this subject prepared by the Department of Labor and the U. S. Civil Service Commission.

- No. 69 - That employees retain rights to name anyone to negotiate grievances with management

Status: Implemented by Amendment 322 to 8 AR dated July 10, 1962.

- No. 70 - Employee's right to request any approved organizations or other representative to negotiate and assist in appeals system

Status: Implemented by Amendment 322 to 8 AR dated July 10, 1962.

- No. 71 - That persons be named to hear a dispute

Status: The Presidential Task Force on Employee Management Cooperation recommended against this proposal. Although contained in the original Department draft, it has since been deleted conforming to the Government-wide policy, a matter in which the Department fully agrees.

- No. 72 - Right of officials and supervisors of the Department to join and participate in employee organizations

Status: Implemented by Amendment 322 to 8 AR dated July 10, 1962.

- No. 73 - Use of official time and facilities for meetings of employee organizations

Status: Implemented by Amendment 322 to 8 AR.

- No. 74 - That attendance at and travel to employee group meetings shall be on employee's own time and expense

Status: As required by E.O. 10988, implemented in 8 AR Chapter 44.5.

Nos. 75 and 95(b) - That Office of Personnel coordinate agency and USDA Employee Councils

Status: 8 AR Chapter 43 amended to provide that delegate and alternate on USDA Employee Council should be selected by Agency Council in those agencies having councils. No efforts made to encourage formation of new councils due to prevailing opinion that they are inconsistent with program of Employee-Management Cooperation under E.O. 10988.

SAFETY

No. 76 - That safety leadership and organization be provided for aggressive steps to reduce the accident rate in USDA

Status: A Department Safety Officer was appointed - December 1961. A complete accident reporting program was started January 1, 1962. An agency advisory committee has been activated. Various types of safety promotional material have been issued regularly in weekly and monthly series and for special purposes. Ten important changes have been made in the Department's regulations.

Safety belts required on all official motor vehicles. Three Secretary's Memoranda have been issued - reaffirming the Secretary's personal interest and full support of a positive, vigorous safety program - calling upon Heads of Agencies for their personal support and guidance of vigorous safety programs; and calling upon employees, "to mix safety with your work and take safety with you all the way".

An Office Safety Guide has been issued (28,650 copies) for the use of supervisors.

A "Safety Tip for Supervisors" was issued, covering accident investigations.

An Injury Compensation Guide for the use of supervisors has been drafted and is in the process of being illustrated and printed.

Six Safety Exchange Packets have been sent agencies, containing promotional, regulatory, and information material on Safety.

No. 79 - Coordination of health programs with safety programs

Status: December 1961 - the functions of Health, Safety, and Welfare were placed in one division. (See Recommendation No. 76.)

No. 82 - Coordination of health and safety as one division of the Office of Personnel

Status: Completed December 1961.

HEALTH

- No. 77 - That medical examinations be provided to create and foster desirable health habits

Status: Optimistic reports are coming that the Bureau of the Budget may soon support the expenditure of funds for periodic examinations. High hazard and foreign travel employees are being examined when the need is established.

- No. 78 - That a health education program be sponsored by OP

Status: This is a continuing program - at least six agencies have included responsibility for employee health in their supervisory training. Periodic health information is issued in house organs and Tips to Supervisors.

- No. 80 - Inspect and advise field operations as requested

Status: This has been done and will continue.

- No. 81 - That standards be established for health service in the field health units

Status: Together with the U. S. Public Health Service, one unit (Atlanta) has been strengthened and another initiated (San Francisco). USPHS has established standards for forming and maintaining field health units.

AWARDS

- Nos. 83, 84, 85, 86, 87, 88, and 89 - These recommendations concern the Incentive Awards Program of the Department

Status: A task force has submitted a final report to the Director of Personnel on the above listed recommendations. This report will be considered by the Director in consultation with the Department's Incentive Awards Committee and action will be taken to implement the recommendations of the task force as approved by the Director of Personnel. (No. 86 has been implemented. See "Delegations" above.)

The Incentive Awards Program has been transferred to the Division of Health, Safety, and Welfare where more time and leadership can be given the function.

SPECIAL SERVICES

- No. 90 - That Department assumes aggressive leadership in the improvement and expansion of USDA Library

Status: This recommendation was referred to the Department Librarian. A Library task force was established April 24, 1962, to investigate the needs

of program personnel in Washington and the field and to determine how the Library could best meet these needs. A preliminary report points out the necessity for better access to the current literature. This particular need of scientists can be met through the issuance of a monthly index to the Bibliography of Agriculture which is to begin in 1963.

The Secretary appointed an advisory committee of directors of libraries of land-grant institutions. This group met with the Library staff the week of April 23, 1962. Recommendations have been made for strengthening the collection, facilities, and services of the National Agricultural Library and for establishing an agricultural Library network. A first step in this joint endeavor has been the issuance of the acquisition policy of the National Agricultural Library and a request that the land-grant institutions do the same for the benefit of the participants in the network.

No. 91 - That better work space be provided

Status: This recommendation was referred to the Office of Plant and Operations which reports that they will continue to work toward more adequate provision of facilities for Department personnel.

No. 92 - Better upkeep of work space

Status: This recommendation was referred to the Office of Plant and Operations which reports that the General Services Administration is well aware of the problem but can extend little hope toward its solution unless more liberal consideration is given to requests for additional funds.

No. 94 - Support of appropriate employee credit unions and other employee activities

Status: Renewed efforts have been made to form USDA Clubs (31 now, 4 new this year) which in turn are encouraged to sponsor employee activities.

No. 96 - Legislation to protect employees from bodily harm in performance of their duties

Status: By amendment to 18 U.S.C. 1114 approved July 2, 1962, the following language was inserted in Public Law 87-518 relating to control of disease of livestock and poultry, "any employee of the Department of Agriculture designated by the Secretary of Agriculture to carry out any law or regulation, or to perform any function in connection with any Federal or State Program or any program of Puerto Rico, Guam, the Virgin Islands or the District of Columbia, for the control or eradication or prevention of the introduction or dissemination of animal diseases." This expanded the previous provision relating to threats against certain categories of Federal Employees.

RETIREMENT

- No. 98 - That a retirement program be initiated to encourage employees to think early in career about preparing for retirement

Status: A program has been started with a pilot lecture discussion series to be held in January in Washington and followed by similar programs in the field. A handbook and literature packet is being prepared for all employees approaching retirement.

- No. 99 - Counseling - pre-retirement

Status: A committee has been formed which is studying agency needs and will propose possible programs. Guidelines will follow the pilot program - see No. 98.

- No. 100 - That Department encourage legislation to adjust retirement income to cost of living

Status: Implemented by publication of Staff Report on Personnel Legislation dated March 1962 presented to the U. S. Civil Service Commission for appropriate action. CSC supported this proposal and it became law as a part of "Postal Service and Federal Employees Salary Act of 1962".

- No. 101 - Sponsor legislation to:
 (a) earlier optional retirement
 (b) 30-55 retirement without annuity reduction
 (c) without reduction in annuity when retirement is due to RIF
 (d) mandatory retirement at age 70 without regard to length of service

Status: Each of these separate recommendations was presented to the U. S. Civil Service Commission as outlined in Staff Report on Personnel Legislation dated March 1962. The Commission gave negative responses to the recommendations. The Department will continue efforts at next session of Congress.

- No. 102 - Use of capabilities of senior employees and legislation to permit payment of retirees as Consultants without regard to annuity

Status: The provisions of the first part are being included in a program for retirees now being developed by a task force as a means of implementing recommendations 98 and 99.

Discussions are underway with the Civil Service Commission on the second part relating to special contractual arrangements with retirees.

TRAINING

- No. 24 - That employees of the Department become well informed of the Department's programs and activities

Status: The illustrated book of charts on "Guide to Understanding USDA" has been revised and 26,000 copies have been ordered by agencies for distribution to supervisors and others. Color slides of these charts have been made available to agencies for Centennial Celebrations, USDA Clubs, etc.

No. 29 - Emphasis on Department assistance and leadership in developing adequate training programs including evaluation techniques for all agencies

Status: Periodic listings of all training activities available are issued to agency personnel and training officers.

Specialized training material has been issued to all agencies on program instructional material and teaching machines, plus a comprehensive kit on "Practical English and a Command of Words".

Thirty-six specific training course information bulletins have been issued by the Office of Personnel since December 1961.

Six one week courses of Kepner-Tregoe Management Decision Making and Program Analysis are being used in an experimental way for the development of a method for evaluating training. Results will be reported in January 1963.

Nos. 93 and 97a - Supervisory training and counseling

Status: A provision for supervisory training is included in the publication "Developing USDA Managers" referred to under Recommendation 103. A memorandum was issued to agencies in August 1962 providing guidelines for working this recommendation into their existing or planned supervisory training programs. In October 1962 a Tips to Supervisors will be issued to 25,000 Department employees covering Employee Evaluation and Appraisal.

In August 1962 a memorandum was issued to agencies providing guidelines and instructions to incorporate Recommendation 97a into their existing or planned supervisory training programs.

Nos. 103 through 114 and 117 - These recommendations deal primarily with the development of the Department-wide Management Development Program, including the recruitment and training of management personnel

Status: A Department Management Development Task Force has prepared a comprehensive report which includes:

- Philosophy of Management Development
- Responsibility for Management Development
- Management Development Guides
- Management Career Ladder
- Recruitment for Management and Supervisory Positions
- Identification of Managers and Supervisors
- Qualifications for Managers and Supervisors
- Evaluating Management Development
- Areas of Essential Knowledge in the Management Career Ladder

Basic Supervision
 Instructor Training
 Basic Communications
 Basic Management
 Advanced Communications
 Advanced Management
 Seminars in Executive Development

This report in draft form was issued to all Department agency heads, deputy administrators for management, personnel officers, and training officers, plus a number of field personnel.

Recommended changes made by the agencies have been included in a revised document titled "Developing USDA Managers" that is now being printed for issuance.

A Secretarial Memorandum will transmit this task force report to agency heads. The memorandum sets forth the approval, policy, and procedure for implementing the task force recommendations.

No. 111 - Office of Personnel working closely with agencies should vigorously activate the following activities:

Status: a. Recruitment of Management Talent: A completely revitalized recruitment and training program for young management talent recruited via the MI and FSEE registers has been initiated and is in operation in the Department.

b. Seminars in Executive Development: Under the leadership of the Secretary's Committee, this program was initiated during July 1962. The first SED program for GS-16-15-14 and promotable GS-13's was held at Gaithersburg, Maryland, in July 1962, the second at Michigan State University in September, and the third is scheduled at the University of Nebraska in November 1962. Others to follow in fiscal year 1963 are tentatively scheduled in Arizona, California, and Williamsburg.

c. Management Decision Making Seminars: The first USDA interagency seminar in "Management Decision Making and Problem Analysis" with technical assistance from Kepner-Tregoe Associates was held in September 1962. Six more such seminars with three in the field and three in the D. C. area are scheduled for October, November and December 1962.

No. 116 - That the Department actively support staff college proposal

Status: In March 1962 the Department prepared a reply to the Civil Service Commission giving our support to the staff college proposal and made a number of suggested changes in the procedure. The CSC advised that the official proposal for the staff college was circulated to over 15,000 individuals in government, industry, universities, and private business. Results have been compiled and a revised program for the staff college has been prepared.

The general consensus is that the staff college idea has been favorably accepted throughout the nation and is currently before the Civil Service Commissioners for their action and recommendation to the President.

No. 118 - That the Department take positive action to implement recommendations on Management Development

Status: A Secretary's Memorandum will accompany the Management Development Task Force Report, "Developing USDA Managers". This memorandum will establish authority and procedure for agencies to implement the Management Development Program throughout the Department.

The Office of Personnel has established tentative procedures for evaluating agency programs and periodic reporting of agencies' accomplishments to the Director of Personnel.

Chapter 40, 8 AR, has been revised to comply with the new FPM. The provisions contained in the Management Development Task Force Report will be included in the new issue of Department Training Regulations. These regulations will be issued in January 1963.

The Office of Personnel has assisted the North Carolina State ASC Office with developing a pilot program for ASC county office managers. This program will be conducted during November 1962. The course content will be used as suggested guidelines for similar types of training in the Department.

A steering committee for supervisory middle-management interagency conference has been appointed in the Spokane, Washington, area. In cooperation with the Office of Personnel, a five-day management program will be developed for use in interagency training courses. A pilot program will be conducted in January 1963 and a report will be submitted to agency personnel and training officers during February for their recommendations as to future use on an interagency basis.

No. 122 - Farm Program - Action should be taken by top officials of the Department to improve understanding of its real significance

Status: Referred to the Office of the Secretary.

PAY ADMINISTRATION

No. 119 - Pay Comparability - That adjustments be made to bring Federal rates more nearly in line with those in private industry and progressive states for comparable positions

Status: Completed. The New Pay Act fills the need that gave rise to this recommendation. The Department has used all the opportunities afforded it to support the reforms included in the Pay Act.

No. 120 - Existing methods of obtaining more adequate pay rates - That full use should be made of Section 803 of the Classification Act, the qualification factor in recruitment, P.L. 313 provisions, and supergrades

Status: Completed. The Office of Personnel has received no agency requests for adjusted minimum rates under the Section 803 authority since this

recommendation was approved. The New Pay Act largely accomplishes this recommendation. All the qualification standards for professional positions which the Department has negotiated with the Civil Service Commission since the recommendation was approved have incorporated the quality factor for recruitment. Hence this recommendation may be reported as substantially implemented.

No. 121 - Supergrades - That the numerical limitation now imposed on these positions be removed

Status: The new Pay Act which received Department support will help to remove this limitation.

No. 123 - P.L. 313 Authority - That it should be enlarged to include positions in the social science research area.

Status: Action on this recommendation was held in abeyance while Congress had the President's Pay Reform Bill and related legislative proposals under consideration. The new Pay Act does not give relief in this area. Will revive action on it.

No. 124 - As an alternative to No. 123 seek legislation to fix pay at appropriate levels for high level scientific, technical, and executive positions for the Department's research and development and other appropriate programs

Status: Accomplished for research and development engineers and professional employees in physical and natural sciences. Will still have to rely on No. 123 for the social sciences.

No. 125 - Assistant Secretary Positions - Two more should be created under the Executive Pay Act

Status: Recommendation discussed with a representative of the Office of the General Counsel. That Office would perform any legislative drafting service that might be needed to secure the positions.

No. 126 - Agency head positions - Executive Pay Act authority should be sought to obtain more equitable pay for these positions

Status: Completed. This recommendation will be accomplished by January 1964 when the Pay Act is fully implemented.

No. 127 - "Man-in-Job" concept - Work group set up to study its application to other than Research Science positions

Status: Agencies are authorized to use the man-in-job concept in classifying positions to which they feel it applies, provided the results are not inconsistent with published standards for the positions. The concept is discussed in an article in the last issue of "Classification News" published by Standards Division of the Civil Service Commission, and in an article in the "Position Manager" prepared by the Office of Personnel. It was the featured topic

for discussion at the spring 1962 meeting for agency classifiers in the Washington area sponsored by the Classification Council. It was discussed at a recent meeting of agency personnel officers held in the office of the Director of Personnel. Staff members of Classification and Standards Division in the Office of Personnel have helped several agencies establish criteria for applying the concept in classifying some of their professional positions. The indications are that the concept will receive continuing attention of a practical nature on a case basis throughout the Department. The need for establishment of a work group to make a further study of the concept seems therefore not to be pressing at this time.

No. 128 - Establish policy of approving action on positions below super-grades or P.L. 313 when position above has been so identified

Status: New grade relationship policy was issued November 17, 1961, and contained in 8 AR 50b.

No. 129 - Re-establish Classification Council

Status: Completed. The Council was re-established on January 9, 1962.

No. 130 - Occupational standards program - agency views about classifying positions should be reflected more extensively in the development of standards

Status: Completed. The Civil Service Commission is required, under law, to develop standards in consultation with the program agencies affected. The Commission has agreed to cooperate fully.

No. 131 - Qualification standards - new or revised qualification standards should be issued whenever changes are made in classification standards

Status: Completed. Since 1958 the Standards Division of the Civil Service Commission, as a matter of policy, has not approved new or revised classification standards drafts for final release until the related qualification standards have been revised and brought into line. Classification and Standards Division in the Office of Personnel follows the same policy.

No. 132 - Remove restrictions on payment of full costs in employee transfers and of pay for all ordinary expenses which arise in connection with such transfers

Status: To assist in this, the Department issued 8 AR 1091 providing for official leave not to exceed 40 hours for arrangements incident to transfers. In addition, the Department amended Title 7 to provide maximum per diem and mileage allowances.

We are participating with the Civil Service Commission in studies to support legislation that the Commission plans to recommend.

No. 133 - Relief be obtained from the 8 hour law

Status: Completed. P. L. 87-581 has just been signed by the President providing this relief.

No. 134 - Wage rate setting - steps to be taken by the Office of Personnel to assure comparability of rates established by different agency wage boards for similar work in the same local areas

Status: Completed. The Review Wage Board was convened on February 19, 1962, and as a result the actions necessary to implement the recommendation have been taken.

REPORT
of the
EVALUATIONS COMMITTEE
of the
PERSONNEL POLICY REVIEW MEETING

THE COMMITTEE'S FUNCTION

An Evaluations Committee was appointed at the beginning of the Personnel Policy Review Meeting to evaluate the Meeting, as well as to continue to appraise the effectiveness with which the recommendations were implemented. Two members of the committee transferred to other agencies. On July 10, the Director of Personnel issued a memorandum announcing replacements, and added as an additional function -- "To recommend steps which should be taken to supplement the actions of the Meeting." This involves identification of problems or voids which were not fully met by the recommendations, as well as new problem areas needing attention. It is also expected that the committee will recommend practical approaches that could be used to correct situations or solve the problems.

The first step taken by the new committee was to send a questionnaire to the participants of the Meeting. This called for answers to three questions (see Appendix A.) Questions 1, 2 and 3 were related to the impact the recommendations were having on the operations. The participants were also requested to list other problems which needed attention.

Most of this evaluation report is related to the responses to the questionnaire. However, it is felt that a general view of the total undertaking, after one year, is needed.

THE MEETING IN RETROSPECT

The general aim of the Meeting was reflected in a question asked by Administrative Assistant Secretary Robertson: "How can personnel management be more responsive to the requirements for efficient operations of the agencies?" After one year we are more impressed that the Meeting made a very good start toward an answer to this question, but we still have a long way to go. More specifically, the immediate purposes of the Meeting (as stated in the initial General Plan) were met to an unusual extent considering the short period taken in planning and preparing for it. These purposes were: "to take stock of the current personnel management policies and practices and recommend changes which will more effectively facilitate operating programs; and to improve working relationships in personnel management."

Now, a year later, the values of the Meeting itself are still prominent. It caused a systematic inventory to be made of problems and needs. It provided a thorough joint study of the selected problems -- and opportunity for debate, discussion and agreement on needed policies, programs and procedures. It facilitated to an unusual degree understanding and communication between agencies -- and between agencies, the Office of Personnel, and the Secretary's office.

There were also corollary benefits. The Meeting was a real stimulus, and gave a boost to the morale of both the operating officials and personnel staffs involved in any way with the Meeting. It provided an opportunity for participants to freely express themselves -- yes, even to "let off steam!" It was a "democratic" process which brought the identification and solution of problems closer to those who have to contend with them and benefit from their solution. Subsequent actions by the Secretary, the Administrative Assistant Secretary, and the Director of Personnel have left no doubt about their serious intent to use the results of the Meeting as a foundation for building an effective personnel management program.

The committee feels that during the year following the Meeting it can be said that the general administrative climate and action in the Department were influenced to a remarkable degree by the Meeting. BUT -- its value for the future depends on a relentless effort on the part of everyone to keep abreast of the needs of our operating programs.

THE RECOMMENDATIONS -- What has happened to them?

It is recognized by everyone that the real pay-off of the Meeting is: What have the recommendations really meant in terms of improved operating efficiency and work climate? This anniversary report reflects a great amount of activity and effort in implementing the recommendations.

Forty-eight have been completed; 31 require continuing follow-through; 22 have had studies completed; and 31 have studies underway. Some effort has been made to get something done about all 132 of them.

However, a study made by the committee shows what would normally be expected -- many of the 48 completed are procedural in nature and could be put into effect quickly and without further study. This is good. The responses to the survey mentioned above shows that the agencies appreciate and have found helpful many of the recommendations of this type -- i.e., further delegations.

What has happened to some of the more difficult recommendations (usually of a program or policy type) requiring more study, discussion and negotiation? For example, the survey showed that several participants were concerned about the examining program of the Department (Recs. 25 and 26) and the management development program (Recs. 103 - 114, 117, 118).

POSSIBLE PRIORITIES

In case there is insufficient time to permit all the uncompleted recommendations to be pushed to completion concurrently, it is suggested that the Office of Personnel set up priorities so that the more important ones may be implemented first. This suggestion is made with the assumption that the Office of Personnel will use its usual good judgment as to appropriate timing.

FOLLOW-UP

It is noted that in the anniversary report "completion" of recommendations means that they have become a part of the stated or printed policy of the Department. The committee wishes to emphasize a point of which it is sure the Office of Personnel and agencies are fully cognizant; it is that getting the procedure, policy or program on the "books" does not mean that it has been completed in the truest sense. "Tips to Supervisors" is recognized as one effective means of communicating. (See Appendix C - Communications.) As a rule there is much still to be done by both the Office of Personnel and the agencies to make the new policy, program or procedure understood, accepted, and a normal part of operations.

The committee also wishes to point up the need for a system of follow-up which will enable responsible authorities in the Office of Personnel and the agencies to keep adequately informed on how well the provisions provided by the recommendations are being used and the impact they have on those they are intended to reach. It is assumed that the new Chapter 2.5 of Title 8, "Personnel Management Reviews and Evaluation", developed by a task force to meet the requirements of Recommendations 5, 40-44, will provide such a system.

The committee plans to try another approach at getting "feed-back" on the degree to which results of the recommendations have had their desired effect. This will not be undertaken before at least six months because it is felt that at the present rate it will be at least that long before results of most of the recommendations have been felt, especially in the field.

RESULTS OF THE SURVEY

The survey which the committee sponsored has been mentioned several times earlier in this report. Mr. John Tromer made an analysis of the results of the survey for use by the committee. There is given below a resume of his report.

The questionnaire (see Appendix A) was sent each of the 116 meeting participants. Sixty-one of the questionnaires were returned. These 61 respondents were identified as follows:

		<u>Responses</u>	<u>Attendance</u>
Line Official	Field	9	14
Line Official	Washington	7	27
Staff Official	Field	8	15
Staff Official	Washington	31	60
Line Official	(not identified further)	1	
Staff Official	(not identified further)	1	
Field Employee	(not identified further)	2	
Washington Employee	(not identified further)	1	
Outside Comment		1	
	Total	<u>61</u>	<u>116</u>

It is significant that 64% of the field line officials responded as against 26% of those from Washington. With the staff officers it was different. The percentage returns for this group was 53% for the field and 51% for Washington.

Question 1: What recommendation or recommendations do you identify as being particularly helpful in fulfilling your responsibilities as an agency line officer or personnel administrator?

Sixty of the 61 respondents answered this question.

The recommendations related to delegations of authority were by far the most popular with all groups. Seven of the nine field line officials said these recommendations had been helpful which emphasizes the extent that these officials are tied in with personnel management. Recommendations related to Utilization of Employees (recruitment) also ranked high among the field line officials as well as the staff officers. Those related to Communications were also helpful to a large number. Pay and Training were well recognized.

Question 2: What recommendations do you identify as being ineffective or limiting you in carrying out your managerial ability?

Thirty per cent of the respondents answered this question with something specific. Seventy per cent of these either answered it negatively or with the comment that no recommendations were limiting or ineffective. The question was obviously misunderstood by many of those who answered it and hence the responses have little or no value in the analysis.

Question 3: Do you think sufficient emphasis has been placed on what you consider the important approved recommendations? If in your opinion important recommendations have not been acted upon, please identify.

This question was answered by 63 percent of those responding as being satisfactory or by no comment. The remaining 37% who did respond scattered their selections. However, 13 felt that recommendations relating to Employee Utilization and 8 felt that recommendations relating to Training should be given additional emphasis. Seven thought that delegations should be extended.

Question 4: Other problems in Personnel Administration which have occurred during the past year are likely confronting you. Please identify those areas with your recommendation for appropriate action.

This item received responses from 49% of the respondents. Some of these comments are of a high order. The comments have been catalogued along with pertinent comments listed under the other questions and included under Appendix C and are identified as Item 4. These comments should be of particular interest to the Director of Personnel and his staff.

The Committee was disappointed with the response of only 53% return on the questionnaire. It has prevented the type of analysis which was hoped for when the questionnaire was sent out. However, it is believed that the effort was worth while. It has given some "feed-back" which is useful to the committee and especially to the Office of Personnel.

APPENDIX "A"

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Personnel
Washington 25, D.C.

To:

From: Carl B. Barnes, Director of Personnel

Subject: Status Report and Evaluation of the Personnel Policy
Review Meeting, Sept. 25-29, 1961

I appointed an Evaluation Committee for the Personnel Policy Review Meeting you and I attended in Philadelphia, Pennsylvania, September 1961. This Committee has been active in several ways. Part of its attention has been directed to this Office, to keep a fire built under us to take action on your recommendations. This has been effective. Their report to me discloses that this Office has been active in implementing 98% of the approved recommendations. Of these, final action has been taken on twenty-two.

A copy of the report of status of all recommendations is attached for your review.

Now the Evaluation Committee has recommended we take one further step toward total evaluation. This is simply your frank opinion concerning the questions attached to this communication. The Evaluation Committee intends this step in the total evaluation to be broad in scope. The Committee is recommending as the next step a study in depth of each recommendation. You will be hearing more on this step later.

I cannot help but recall the effort and enthusiasm every participant demonstrated before and during the week of September 25, 1961. This team effort has been a source of real satisfaction to all of us. These further steps will keep us pointed toward that objective of "purging the personnel system of any germs of stagnation and lethargy."

For statistical and evaluation purposes, it will be helpful if you will comment in the space provided under each of the attached questions. The Committee also requests you identify yourself in the blocks provided. The reply, of course, does not require further identification or signature.

Will you kindly provide your evaluation by September 12, 1962, addressed to C. O. Henderson, Chairman, Evaluation Committee, Office of Personnel, U. S. Department of Agriculture, Washington 25, D. C.

Carl B Barnes

Attachment

U. S. DEPARTMENT OF AGRICULTURE
Office of Personnel

August 17, 1962

QUESTIONNAIRE ON
PERSONNEL POLICY REVIEW MEETING
Held at Philadelphia, Pa.
Sept. 25-29, 1961

Identification of Respondent

☐ Line Official

☐ Field

☐ Staff Official

☐ Washington

1. What recommendation or recommendations do you identify as being particularly helpful in fulfilling your responsibilities as an agency line officer or personnel administrator?

2. What recommendation or recommendations do you identify as being ineffective or limiting you in carrying out your managerial responsibility?

3. Do you think sufficient emphasis has been placed on what you consider the important approved recommendations? If in your opinion important recommendations have not been acted upon, please identify.
4. Other problems in Personnel Administration which have occurred during the past year are likely confronting you. Please identify those areas with your recommendation for appropriate action.

(Use additional sheets if required)

APPENDIX "B"

TABLE 1 - Responses to Question 1 of a Questionnaire for the Evaluation of the Results of the Personnel Policy Review Meeting Sent Participants on August 17, 1962.

Question 1 - What recommendation or recommendations do you identify as being particularly helpful in fulfilling your responsibilities as an agency line officer or personnel administrator?

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	<u>DELEGATIONS - TOTAL</u>	7	36	44	13	17	33	24	53	79*
2,3,4	General Delegations	4	20	24	3	8	12	8	28	36
30,31	Training Authority	0	5	5	2	2	5	2	7	10*
48-50	Pre-Employment Checks	2	1	3	2	1	3	5	2	7
56	Removal Authority	1	5	7	4	5	10	6	10	17*
86	Approval of Cash Awards	0	2	2	0	0	0	0	2	2
97	Resolve Grievances	0	3	3	2	1	3	3	4	7*
	<u>REV. & INSP. - TOTAL</u>	0	3	3	0	0	0	0	3	3
5	Review Agency Perf.	0	1	1	0	0	0	0	1	1
40-44	Rev. & Insp. Guides	0	2	2	0	0	0	0	2	2
39	Analyze Progress	0	0	0	0	0	0	0	0	0
	<u>COMMUNICATIONS-TOTAL</u>	2	16	18	3	8	13	6	26	32*
6	With employees	1	5	6	1	2	5	3	8	11
7	Review of Drafts	1	4	5	0	1	1	1	5	6
8	Col. & Dist. of Ideas	0	3	3	1	3	4	1	6	7
9	P. O. Meetings	0	4	4	1	1	2	1	6	7
10	Secy. Staff Meeting	0	0	0	0	1	1	0	1	1
11	OP Furnish Speakers	0	0	0	0	0	0	0	0	0
95	Emp. Mgt. Comm.	0	0	0	0	0	0	0	0	0
	<u>RESEARCH ON PER. MGT. - TOTAL</u>	0	2	2	0	0	0	0	3	3*
13	Research on Per. Mgt.	0	0	0	0	0	0	0	1	1
14	Obtain data on Research	0	0	0	0	0	0	0	0	0
15	Inventory Per. Leg.	0	0	0	0	0	0	0	0	0
37-38	Impl. ADP Policy	0	2	2	0	0	0	0	2	2

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	EMPLOYEE UTILIZA- TION - TOTAL	5	19	24	6	12	18	13	31	44*
12	Interchg. of Emp.	0	0	0	0	0	0	0	0	0
16	Defense Planning	0	0	0	0	0	0	0	0	0
17	Inc. use of Student Trainees	0	1	1	3	1	4	3	2	5
18	Limit Vet. Pref.	0	0	0	0	0	0	0	0	0
19	Rule of Three	0	2	2	2	3	5	2	5	7
20	Selective Cert.	0	3	3	0	0	0	0	3	3
21	Hire pending Comp. of Exams.	1	1	2	0	1	1	2	2	4*
22	Pay Interview Exp.	1	3	4	0	0	0	1	3	4
23	Pay Moving Exp. to First Post	2	2	4	1	1	2	3	3	6
25	Bds. of Examiners	0	2	2	0	0	0	0	2	2
27	Feature Mgt. in FSEE	0	0	0	0	0	0	1	0	1*
28	Chg. Age of Jr. Prof.	0	0	0	0	0	0	0	0	0
32	Abolish Perf. Ratings	0	1	1	0	0	0	0	1	1
33	Emp. from Outside	0	1	1	0	1	1	0	2	2
34	Abolish 8 AR 404	1	3	4	0	4	4	1	7	8
35	Retain best in RIF	0	0	0	0	0	0	0	0	0
115	Chg. Sch. A to Career	0	0	0	0	1	1	0	1	1
	EFFICIENCY IN THE OPER. IN PER. WORK - TOTAL	1	3	4	0	1	1	1	4	5
36	Reduce documentation	0	0	0	0	0	0	0	0	0
45	Cons. Per. Services	1	0	1	0	0	0	1	0	1
46	Review need for forms	0	1	1	0	0	0	0	1	1
47	Slip Sheet FPM	0	2	2	0	1	1	0	3	3
	INVESTIGATIONS AND SECURITY - TOTAL	2	7	10	5	1	6	7	8	16*
51	Emp. Ret. Sec. Status	0	0	0	0	0	0	0	0	0
52	Rev. of Sensitive Jobs	0	1	1	0	0	0	0	1	1
53	Guidelines for arrest	0	1	1	0	0	0	0	1	1
54	Simplify dis. proc.	1	2	3	2	0	2	3	2	5
55	Tr. Sup. to handle Unsat. Perf.	0	3	3	2	0	2	2	3	5
57	Design an Appeal System	1	0	2	1	1	2	2	1	4

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	EMPLOYEE MGT. RELATIONS - TOTAL	1	0	1	0	0	0	1	0	1
59-74	Emp. Mgt. Rel.	1	0	1	0	0	0	1	0	1
75	Coord. Emp. Councils	0	0	0	0	0	0	0	0	0
	SAFETY - TOTAL	1	5	6	0	4	4	1	9	10
76	Safety Leadership	1	3	4	0	2	2	1	5	6
79	Coord. Health & Safety	0	2	2	0	0	0	0	2	2
82	Combine Health & Safety	0	0	0	0	2	2	0	2	2
	HEALTH - TOTAL	0	4	4	0	0	0	1	4	5*
77	Medical Exams	0	1	1	0	0	0	1	1	2
78	Health Education	0	1	1	0	0	0	0	1	1
80	Inspect Health Facilities	0	1	1	0	0	0	0	1	1
81	Standards for Health & Safety	0	1	1	0	0	0	0	1	1
83-89	AWDS. PROG. - TOTAL	0	1	1	0	0	0	0	1	1
	SPEC. SERV. - TOTAL	0	1	1	1	1	2	1	2	3
90	Better Libraries	0	0	0	0	1	1	0	1	1
91	Better Work Space	0	1	1	0	0	0	0	1	1
92	Better Upkeep of Work Space	0	0	0	0	0	0	0	0	0
94	Support Emp. Org.	0	0	0	0	0	0	0	0	0
96	Protection of Emp. from Harm	0	0	0	1	0	1	1	0	1
	RETIREMENT - TOTAL	1	6	7	5	0	5	6	6	12
98	Retirement Program	0	1	1	1	0	1	1	1	2
99	Pre-Ret. Counseling	0	1	1	1	0	1	1	1	2
100	Adj. Ret. Income to Cost of Living	0	1	1	1	0	1	1	1	2
101a	Earlier Opt. Ret.	0	1	1	2	0	2	2	1	3
b	30-55 yr. Ret.	0	0	0	0	0	0	0	0	0
c	No Loss in Ret. when RIF'd	0	0	0	0	0	0	0	0	0
d	Mandatory Ret. at 70	0	0	0	0	0	0	0	0	0
102	Better use of older Retiree	1	2	3	0	0	0	1	2	3

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	<u>TRAINING - TOTAL</u>	<u>0</u>	<u>11</u>	<u>11</u>	<u>5</u>	<u>9</u>	<u>14</u>	<u>7</u>	<u>20</u>	<u>27*</u>
24	Better Informed Dept. Emp.	0	0	0	0	2	2	0	2	2
29	Asst. with Training	0	1	1	2	2	4	3	3	6
93	Sup. Tr. in Counseling	0	3	3	1	0	1	1	3	4
97a	Training first line Sup. on Grievances	0	3	3	2	1	3	2	4	6
103-114										
& 117	Management Development	0	4	4	0	1	1	1	5	6
116	Staff College	0	0	0	0	1	1	0	1	1
118	Impl. Mgt. Dev. Prog.	0	0	0	0	1	1	0	1	1
122	Better Knowledge of Farm Program	0	0	0	0	1	1	0	1	1
	<u>PAY ADMINISTRA- TION - TOTAL</u>	<u>4</u>	<u>14</u>	<u>18</u>	<u>6</u>	<u>6</u>	<u>12</u>	<u>11</u>	<u>20</u>	<u>31*</u>
119	Pay Comparable with Industry	1	2	3	1	1	2	3	3	6
120	More Supergrades & P.L. 313 Jobs	0	1	1	0	0	0	0	1	1
121	Remove Limit on Supergrades	0	2	2	0	1	1	0	3	3
123	Include Social Sc. in P.L. 313 Jobs	0	1	1	0	0	0	0	1	1
124	Higher Pay for Scientists	0	1	1	0	0	0	0	1	1
125	Two More Asst. Secy. Positions	0	0	0	0	0	0	0	0	0
126	Higher Pay for Agency Heads	0	0	0	0	0	0	0	0	0
127	"Man in Job" Concept	1	2	3	1	2	3	2	4	6
128	Approve "Stacking" of Jobs	0	1	1	0	0	0	0	1	1
129	Re-establish Clas. Council	0	1	1	0	1	1	0	2	2
130	Occupational Stds.	0	1	1	0	0	0	0	1	1
131	Comb. Clas. & Qual.Stds.	0	0	0	0	0	0	0	0	0
132	Pay Full Cost of Trans.	1	1	2	1	0	1	2	1	3
133	Relief from 8-Hr. Law	1	1	2	2	1	3	3	2	5
134	Provide Comp. Wages	0	0	0	1	0	1	1	0	1
	<u>GRAND TOTAL</u>	<u>24</u>	<u>128</u>	<u>154</u>	<u>44</u>	<u>59</u>	<u>108</u>	<u>79</u>	<u>190</u>	<u>272</u>

* Totals do not always tally because some respondents failed to indicate either "Line" or "Staff" or "Field" or "Washington."

TABLE 2 - Responses to Question 2 of a Questionnaire for the Evaluation of the Results of the Personnel Policy Review Meeting Sent Participants on August 17, 1962

Question 2 - What recommendation or recommendations do you identify as being ineffective or limiting you in carrying out your managerial responsibility?

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE	STAFF	TOTAL	LINE	STAFF	TOTAL	LINE	STAFF	TOTAL
	<u>DELEGATIONS - TOTAL</u>	1	0	1	1	0	1	2	0	2
2,3,4	General Delegations	1	0	1	1	0	1	2	0	2
	<u>REV. & INSP. - TOTAL</u>	0	1	1	0	0	0	0	1	1
39	Analyze Progress	0	1	1	0	0	0	0	1	1
	<u>COMMUNICATIONS - TOTAL</u>	0	0	0	0	0	0	0	0	0
	<u>RESEARCH ON PER. MGT. - TOTAL</u>	0	0	0	0	0	0	0	0	0
	<u>EMPLOYEE UTILIZA- TION - TOTAL</u>	3	7	15	4	5	9	7	12	24*
18	Limit Vet. Pref.	1	1	3	0	0	0	1	1	3*
19	Rule of Three	1	1	3	1	0	1	2	1	4*
20	Selective Cert.	0	1	1	1	0	1	1	1	2
21	Hire pending Comp. of Exams.	0	3	3	1	0	1	1	3	4
22	Pay Interview Exp.	1	1	2	0	1	1	1	2	3
25	Bds. of Examiners	0	0	0	0	1	1	0	1	1
27	Feature Mgt. in FSEE	0	0	1	0	0	0	0	0	1
28	Chg. Age of Jr. Prof.	0	0	1	0	1	1	0	1	2*
32	Abolish Perf. Ratings	0	0	1	0	1	1	0	1	2*
35	Retain best in RIF	0	0	0	1	1	2	1	1	2
	<u>EFFICIENCY IN THE OPER. IN PER. WORK - TOTAL</u>	0	1	1	1	0	1	1	1	2
46	Review need for forms	0	1	1	0	0	0	0	1	1
47	Slip Sheet FPM	0	0	0	1	0	1	1	0	1

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL	LINE:STAFF:TOTAL
	<u>INVESTIGATIONS AND SECURITY - TOTAL</u>	1	3	4	0	0	0	1	3	4
51	Emp. Ret. Sec. Status	0	1	1	0	0	0	0	1	1
54	Simplify Dis. Proc.	0	1	1	0	0	0	0	1	1
55	Tr. Sup. to handle Unsat. Perf.	1	1	2	0	0	0	1	1	2
	<u>EMPLOYEE MGT. RELATIONS - TOTAL</u>	0	0	0	1	0	1	1	0	1
59-74	Emp. Mgt. Rel.	0	0	0	1	0	1	1	0	1
	<u>SAFETY - TOTAL</u>	0	0	0	0	0	0	0	0	0
	<u>HEALTH - TOTAL</u>	0	0	0	0	0	0	0	0	0
83-89	<u>AWDS. PROG. - TOTAL</u>	0	1	1	0	0	0	0	1	1
	<u>SPEC. SERV. - TOTAL</u>	0	1	1	0	0	0	0	1	1
91	Better Work Space	0	1	1	0	0	0	0	1	1
	<u>RETIREMENT - TOTAL</u>	0	1	1	3	0	3	3	2	5*
98	Retirement Program	0	0	0	1	0	1	1	1	2*
101a	Earlier Opt. Ret.	0	0	0	2	0	2	2	0	2
102	Better use of older Retiree	0	1	1	0	0	0	0	1	1
	<u>TRAINING - TOTAL</u>	4	6	10	0	0	0	4	6	10
29	Asst. with Training	3	3	6	0	0	0	3	3	6
93	Sup. Tr. in Counseling	0	1	1	0	0	0	0	1	1
97a	Training first line Sup. on Grievances	0	1	1	0	0	0	0	1	1
103-114										
& 117	Management Development	0	1	1	0	0	0	0	1	1
122	Better Knowledge of Farm Program	1	0	1	0	0	0	1	0	1

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	PAY ADMINISTRATION - TOTAL	0	3	3	3	0	5	3	3	8*
119	Pay Comparable with Industry	0	0	0	0	0	1	0	0	1
121	Remove Limit on Supergrades	0	0	0	0	0	1	0	0	1
123	Include Social Sc. in P.L. 313 Jobs	0	1	1	0	0	0	0	1	1
124	Higher Pay for Scientists	0	1	1	0	0	0	0	1	1
127	"Man in Job" Concept	0	0	0	1	0	1	1	0	1
128	Approve "Stacking" of Jobs	0	1	1	0	0	0	0	1	1
132	Pay Full Cost of Trans.	0	0	0	1	0	1	1	0	1
133	Relief from 8-Hr. Law	0	0	0	1	0	1	1	0	1
GRAND TOTAL		9	24	38	13	5	20	22	30	59

* Totals do not always tally because some respondents failed to indicate either "Line" or "Staff" or "Field" or "Washington."

TABLE 3 - Responses to Question 3 of a Questionnaire for the Evaluation of the Results of the Personnel Policy Review Meeting Sent Participants on August 17, 1962.

Question 3 - Do you think sufficient emphasis has been placed on what you consider the important approved recommendations? If, in your opinion, important recommendations have not been acted upon, please identify.

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	<u>DELEGATIONS - TOTAL</u>	6	0	6	0	1	1	6	1	7
2,3,4	General Delegations	1	0	1	0	1	1	1	1	2
30,31	Training Authority	1	0	1	0	0	0	1	0	1
48-50	Pre-Employment Checks	1	0	1	0	0	0	1	0	1
56	Removal Authority	1	0	1	0	0	0	1	0	1
86	Approval of Cash Awards	1	0	1	0	0	0	1	0	1
97	Resolve Grievances	1	0	1	0	0	0	1	0	1
	<u>REV. & INSP. - TOTAL</u>	0	1	1	0	1	1	0	2	2
39	Analyze Progress	0	1	1	0	1	1	0	2	2
	<u>COMMUNICATIONS-TOTAL</u>	0	1	1	0	0	0	0	1	1
6	With employees	0	1	1	0	0	0	0	1	1
	<u>RESEARCH ON PER. MGT. - TOTAL</u>	0	3	3	0	0	0	0	4	4*
13	Research on Per. Mgt.	0	3	3	0	0	0	0	4	4
	<u>EMPLOYEE UTILIZA- TION - TOTAL</u>	2	5	6	3	3	7	6	9	15*
12	Interchg. of Emp.	0	1	1	1	1	2	1	2	3
16	Defense Planning	1	0	0	0	0	1	1	0	1
18	Limit Vet. Pref.	0	0	0	0	0	0	1	0	1
21	Hire Pending Comp. of Exams.	0	0	0	0	0	0	0	1	1
27	Feature Mgt. in FSEE	0	1	1	0	1	1	0	2	2
32	Abolish Perf. Ratings	1	1	2	1	0	1	2	1	3
33	Emp. from Outside	0	0	0	0	1	1	0	1	1
34	Abolish 8 AR 404	0	1	1	0	0	0	0	1	1
35	Retain best in RIF	0	1	1	1	0	1	1	1	2

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	EFFICIENCY IN THE OPER. IN PER. WORK - TOTAL	0	0	0	0	0	0	0	0	0
	INVESTIGATIONS AND SECURITY - TOTAL	0	0	0	1	1	2	1	1	2
54	Simplify dis. proc.	0	0	0	1	0	1	1	0	1
57	Design an Appeal System	0	0	0	0	1	1	0	1	1
	EMPLOYEE MGT. RELATIONS - TOTAL	1	0	1	0	0	0	1	0	1
75	Coord. Emp. Councils	1	0	1	0	0	0	1	0	1
	SAFETY - TOTAL	0	0	0	1	0	1	1	0	1
76	Safety Leadership	0	0	0	1	0	1	1	0	1
	HEALTH - TOTAL	2	1	3	1	0	2	3	2	6
77	Medical Exams	1	1	2	1	0	2	2	1	4*
80	Inspect Health Facilities	0	0	0	0	0	0	0	1	1
81	Standards for Health & Safety	1	0	1	0	0	0	1	0	1
83-89	AWDS. PROG. - TOTAL	1	0	1	0	0	0	1	1	1*
	SPEC. SERV. - TOTAL	1	1	2	0	0	0	1	2	3
91	Better Work Space	1	1	2	0	0	0	1	2	3
	RETIREMENT - TOTAL	0	0	0	4	0	4	4	1	5
100	Adj. Ret. Income to Cost of Living	0	0	0	1	0	1	1	0	1
101a	Earlier Opt. Ret.	0	0	0	2	0	2	2	0	2
d	Mandatory Ret. at 70	0	0	0	1	0	1	1	1	2

REC. NO.	FUNCTION	WASHINGTON			FIELD			TOTAL		
		LINE:STAFF:TOTAL			LINE:STAFF:TOTAL			LINE:STAFF:TOTAL		
	<u>TRAINING - TOTAL</u>	<u>5</u>	<u>3</u>	<u>8</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>	<u>3</u>	<u>8</u>
24	Better Informed Dept Emp.	0	1	1	0	0	0	0	1	1
93	Sup. Tr. in Counseling Counseling	1	1	2	0	0	0	1	1	2
97a	Training first line Sup on grievances	1	1	2	0	0	0	1	1	2
103-114	Management									
& 117	Development	1	0	1	0	0	0	1	0	1
116	Staff College	1	0	1	0	0	0	1	0	1
118	Impl. Mgt.Dev.Prog.	1	0	1	0	0	0	1	0	1
	<u>PAY ADMINISTRATION - TOTAL</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>
132	Pay Full Cost of Trans.	1	0	1	0	1	1	1	1	2
	<u>GRAND TOTAL</u>	<u>19</u>	<u>15</u>	<u>33</u>	<u>10</u>	<u>7</u>	<u>19</u>	<u>30</u>	<u>28</u>	<u>61</u>

* Totals do not always tally because some respondents failed to indicate either "Line" or "Staff" or "Field" or "Washington."

APPENDIX "C"

Comments Made by Respondents
to Questionnaire Issued August 17, 1962

The statements quoted on the following pages were taken from 61 questionnaires returned by participants of the Personnel Policy Review Meeting. These statements have been classified into the same functional groupings used in the Tables 1, 2 and 3, Appendix B, giving the frequency with which recommendations were mentioned for questions 1, 2 and 3 on the questionnaire.

The statements were identified only by the location, field or Washington, and type of official, line or staff. There is a means of identifying the questionnaire from which the statements were taken kept in Room 315-W in care of Mrs. Regina Boyle, Extension 6955.

(Item 4) used to identify many of the statements refer to those taken from Item 4 of the questionnaire as other problems confronting the respondent.

Statements Relating to
DELEGATIONS OF AUTHORITY

- (3) Field staff officer. "Since I occupy a field staff position the impact of many of the recommendations will be felt only when . . . applied by the agency on a nationwide basis."
- (43) Field staff officer. ". . . feel a lot of it isn't coming on to the field. Agency hasn't redelegated."
- (45) Washington line official. "Further action to delegate GS-14 prior approval action would be most helpful."
- (50) Field staff officer. ". . . delegated authority . . . has resulted in a saving of time and effort — resulting in a saving of money. Pre-employment checks and removal authority are two outstanding examples. All others are equally important, but less significant to the day-to-day operations."
- (52) Field staff officer. "The increase in delegations . . . is good. . . . it may be too early to say it facilitates our operations in the field, but gradually it will be felt. The same is generally true of other improvements."
- (55) Field staff officer. Recommendations most helpful — "those relating to delegations of authority to the field."
- (59) Field line official. (Item 4) "Keep working for delegation of authority to agencies and train field line officers within the agencies."

REVIEWS AND INSPECTIONS

- (50) Field staff officer. Answer to Question 3. "Yes I do — but I think in my agency there has been less of a follow-up than should be expected. . . . the agencies should give the same emphasis to implementing recommendations as the Department has given."
- (56) Washington line official. Delegating authority is good — but "is there sufficient follow up in this area to see if Department policy is . . . adhered to."

COMMUNICATIONS

- (2) Field staff officer. "Field people fear for their jobs because they do not understand ADP — need some means of keeping them up to date on developments."
- (3) Field staff officer. "More effective communications with personnel in field . . . in many county offices, have increased the average employee's knowledge of personnel matters and even more important have recognized him as integral part of USDA."
also
"The fact that field representatives are being consulted and are being kept informed is most beneficial to us who are a part of it."
- (6) Field line official. ". . . Department employees have lost some of their 'status' because of poor public relations. Secretary Freeman has a broad program . . . for the public . . . should supplement this with direct Department to employee . . . on functions of the Department. 'USDA' does not do job . . . house organs such as that of FES, ARS or SCS might."
- (9) Washington staff officer. (Item 4) "OP take leadership to get restrictions removed on agency house organs. Every agency needs good house organ for keeping employees fully informed."
- (23) Washington staff official. (Recommendation 6) "No efforts to establish system to assure that employees, our best ambassadors with the public, are kept informed . . . about USDA's . . . policies and programs."
- (34) Washington staff officer. (Item 4) "Would like some means devised to get intelligence developed at Big 6 meetings to agencies not represented."
- (43) Field staff officer. "Tips to Supervisors especially good."
- (50) Field staff officer. "The image of the Department has gone down in the past year. It is a matter which requires attention of all managers with special emphasis by managers at the Department level."

- (55) Field staff officer. "Definite improvement in getting OP representatives to field — Mr. Barnes, Dr. Buchanan and Mr. Robertson but no others. Others should . . . be made available."
- (56) Washington line official. "Communicating with employees on personnel . . . is about weakest link in Government service. . . . tendency, particularly at higher levels to withhold facts and information that those under them should know."

RESEARCH IN PERSONNEL MANAGEMENT AND ADP

- (2) Field staff officer. "On ADP we need more guidance through down to earth procedures or other issuances — on staffing changes in moving into ADP. Many field people fear for their jobs — can't visualize how the system can help."
- (23) Washington staff officer. (Recommendation 13) (Item 4) "No effort . . . made to inventory possible thesis topics among personnel problems . . . and sell to area students."
- (30) Washington staff official. "Continue study of delegations on prior approval actions. . . . too many actions are being submitted for prior approval."
- (30) Washington staff official. (Item 4) "Increased workload . . . due to CSC statistical program and MODE causes operating units of personnel offices to carry double workload — any relief during conversion period would help."
- (45) Washington line official. (Recommendation 15) "A more comprehensive review needed of legislative action. Example: More equitable reimbursement for transfer of station expenses."

EMPLOYEE UTILIZATION

- (23) Washington staff officer. (Recommendation 17) (Item 4) ". . . a fresh look needs to be taken at cooperative work study programs as a 'feeder' into professional positions."
- (30) Washington staff officer. (Item 4) "OP give leadership to activities designed to train personnel technicians to do staff work."
 - also
 - "There is a need for more management trainees (either MI or FSEE) in personnel administration."
 - also
 - "Conversion of personnel office staff has not kept pace with changes in work. Increased workload because of conversion to MODE, etc. tends to retard upgrading in quality of technical staffs — eventual solution may lie in MODE."

- (31) Field line official. (Recommendation 25) ". . . long delay in getting eligibles rated, loss of applications, etc. — more emphasis be given to clarify functions and responsibilities of Examining Boards."
- (34) Washington staff officer. "Department's policy (7AR 536c) as it relates to excepted appointments should be relaxed."
also
"Although in accord with . . . Management Intern Program we sense what we believe to be the creation of a super-class employee. Would like to see all employees selected for responsible jobs with the same care and training opportunities comparable to MIP be provided them."
- (37) Field line official. (Item 4) "Need simpler procedure for designating employees of cooperating organizations as collaborators."
- (40) Washington staff officer. (Item 4) "Unsettled Management Intern policy as to needs and utilization."
- (43) Field staff officer. (Recommendation 32) "Don't abolish performance ratings — use as key to appraisal."
also
(Item 4) "Get Civil Service Commission staff to promptly handle FSEE requests for certification."
also
(Item 4) "When Boards of Examiners and Regional Civil Service office do not maintain registers for a given type of position, Regional Civil Service office should be permitted to authorize agencies to use registers outside jurisdictional area of the Regional Civil Service office."
- (45) Washington line official. (Recommendation 16) "Defense planning will not be complete until every employee knows where he (and family) are to go in an emergency . . . what his job is to be . . . little progress has been made."
- (49) Washington line official. (Recommendation 18) "Adding points to non-passing veterans' grades is a continuing problem."
also
(Item 4) "Need authority to commit jobs during campus interviews (subject to meeting all qualifying requirements)."
- (50) Field staff officer. "The image of the Department has gone down in the past year. Our fallen image is resulting in recruiting difficulties. It is a matter which requires the attention of all managers — with special emphasis by managers at the Department level."
- (52) Field staff officer. (Recommendation 22) ". . . cannot adequately 'sell' these recruits in competition with industry unless we can . . . have them see our facilities and talk with our leaders . . ."

- (54) Washington staff officer. (Item 4) "If provision for within grade promotion for quality performance becomes law as part of Pay Act then OP should strongly urge that regulations be issued by CSC to provide proper coordination with administration of Awards Act."
- (55) Field staff officer. ". . . faced with problem of recruiting — clerical GS 2-5, because we do not have authority to take on Board examiner duties. Defense agencies do most of work but they and CSC are increasingly demanding of us to share this responsibility."
- (60) Field staff officer. "We need a Department decision on the future status of USDA Field Board of Examiners."
- (61) Washington staff officer. (Item 4) "Inability to recruit technically trained personnel."
- also
- "OP build contact in professions and at universities so that it can fill positions when CSC does not have any applicants."
- also
- "Employees unable to accept transfers because they can't sell their houses."

EFFICIENCY IN OPERATIONS IN PERSONNEL WORK

- (11) Washington line official. (Item 4) "Special attention should be given to guarding against the ever increasing amount of paper work in personnel administration."
- (38) Washington staff officer. (Item 4) "If MOHR is to succeed must have practical, workable appraisal, evaluation, and recording system. The present Merit Promotion Program, Performance Evaluation and Training needs should be coordinated."
- (56) Washington line official. "We are too slow to make changes in Government."
- also
- "Believes MOS is working because Kiefer is the type of person to make consolidations of common services work if they can be made to work."
- and
- "Still too much paper work — some so wordy that you cannot tell what is meant — what you can and can't do."
- (61) Washington field officer. (Item 4) "Develop uniform personnel practices."

INVESTIGATIONS AND SECURITY

- (5) Field staff officer. "Discipline has been so highly centralized that few people are well informed. Disciplinary decisions made with inadequate background to assure equal penalties for equal offenses — also documentation and specification of offenses are unclear. Suggestion: OP publish abstracts of many significant cases with comments . . . for guidance of agencies."
- (6) Field line official. "The delegation of investigative authority (Recommendation 58) with staff help from the Department should follow."
- (25) Washington staff officer. (Item 4) "Revise Department's penalty guide for disciplinary actions."
also
"Examine OP's role in handling grievances."
- (43) Field staff officer. (Recommendation 96) "Expand to include automatic investigation where murder is suspected."
- (56) Washington line official. "Unsatisfactory performance poorly handled in Government. Part of management's job is rehabilitate and reorient employees who have been deemed at least temporarily unsatisfactory."

EMPLOYEE-MANAGEMENT RELATIONS

- (6) Field line official. "Items dealing with employee unions could become a serious deterrent to the conduct of the public business. . . . the employee is protected by laws, executive orders, and the Commission . . . question need for unions."
also
"USDA Clubs can furnish the 'family feeling' needed rather than have unions."
- (56) Washington line official. (Item 4) ". . . like to see approved employee groups hold periodic conferences with OP on needed legislation, improved working conditions . . . and anything to improve the image of the Federal employee."
also
"We are too slow to make changes in Government."
also
(Recommendation 62) ". . . is a good statement yet believe President's Order intended that USDA management has responsibility for seeking advice of workers."

SAFETY

- (59) Field line official. "Keep promoting safety in Government."

HEALTH

- (41) Field official. (Recommendation 77) "No incentive indicated to provide medical exams."
- (56) Washington line official. (Recommendation 77) "Government should pay more attention to health of its upper grade people. Industry does it. Feel that they should have periodic medical exams if for nothing more than preventive purposes."
and
"See no reason why medical units could not be prepared to treat colds, and other minor ailments which have well established medical procedures for treatment."

AWARDS

- (23) Washington staff officer. (Item 4) ". . . take a hard look at the suggestion system. What should the relation be between OMASD and OP in suggestion system? How can OP and OMASD predict, simulate and proliferate suggestions without waiting for employees to make them?"
- (40) Washington staff officer. (Item 4) "Incentive Awards policy — Honor Awards and standards for cash awards, suggestions and performance."
- (54) Washington staff officer. "Need for coordination of administration of awards program with within grade increases for quality performance provided by Pay Act." (See item under Pay)

SPECIAL SERVICES

- (3) Field staff official. "Recommendation 90 will be helpful if USDA Library facilities can be made available to field offices."
- (19) Washington line official. "Office space in South Building, certain portions at least, is atrocious."
- (6) Field line officials. "USDA Clubs can furnish the 'family feeling' needed rather than have unions."

RETIREMENT

- (6) Field line official. ". . . modify approach to CSC mandatory retirement (Recommendation 101-4):
 - a. Maximum age of 70 OK for less active jobs but old for active jobs such as soil conservationists, range and/or forest supervisor.
 - b. Variation in aging . . . suggest 65 as mandatory except by approval of line officer having employment authority."
- (32) Washington staff officer. "Develop action program to use vast storehouse of information, etc. of retired employees by:
 - 1. USDA Graduate School establish College for Senior Citizens.
 - 2. Explore possibility of using Senior Citizens in productive consulting assignments through use of committees of operating officials."

TRAINING

- (10) Louis Levine, Labor. ". . . sympathetic to the proposals which would broaden the perspective of the personnel officer in the government agency so that he sees the inter-relationship between his specialized duties and the achievement of major program objectives."
- (30) Washington staff officer. "More emphasis on supervisory training particularly first line. Emphasis given 'executive development' as opposed to 'supervisory training,' should be revised. As a start let's implement Recommendation 111a."
- (36) Washington staff officer. "Material on training courses, etc. . . . sent agencies encouraging attendance . . . difficult from materials available to determine merits of courses. Some employees attending found some not helpful. Department should evaluate courses and refer only those of greatest benefit."
- (41) Field official. "Management Development Program should be speeded up."
- (41) Field official. (Item 4) "Provide adequate expenses for board and room for graduate students doing 'a' grade quality work — \$3.60 per day too little."
- (43) Field staff officer. (Item 4) "Update and reissue Department's Guideposts for Supervisors."

PAY ADMINISTRATION

- (7) Washington staff officer. (Item 4) "How to deal with complaints that other agencies are getting higher grades for comparable work. Also that those employed by firms with government contracts pay so much more for comparable competence."
- (8) Washington staff officer. (Item 4) "Clarification of intermittents — for fringe benefits — on basis of tenure rather than expected service and without regard to tours of duty — or cut them out entirely from coverage."
- (31) Field line official. (Recommendation 127) " 'Man-in-the-job' concept should be applied to other fields."
- (36) Washington staff officer. (Recommendation 128) "Department policy should be changed to allow upgrading of subordinate positions when a key position has been evaluated by the Department at GS-16 rather than CSC."
- (38) Washington staff officer. (Item 4) "Work with administrators' budget officers to get positive program on equal pay for equal work between agencies."
- (40) Washington staff officer. (Item 4) "Classification of key field positions."
- (43) Field staff officer. (Item 4) "Expedite revision of clerical and administrative classification standards."
- (45) Washington line official. (Recommendation 122) ". . . more super-grades and extension of P.L. 313 . . . to professional and administrative — other than research positions — needs positive action with Congress and in bringing USDA's share in line with other Departments' Major Effort."
- also
- (Recommendation 132) "More equitable reimbursement for transfer of station expenses. This has been studied several times . . . Action is needed by a definite assignment of responsibility for aggressive follow through."
- (52) Field staff officer. "We continue to be ineffective or limited in our recruitment . . . because we are unable to offer competitive salaries (BS, MS, PhD and post doctorate);
and
"because we cannot pay interview expenses."

"Continuous, strong, positive and aggressive leadership by the Director of Personnel and the Secretary is needed in this area at all times. The President's bill is the best answer to date"

(Note: Excerpts from Report to the President on Government Contracting for Research and Development attached to this questionnaire.)

- (59) Field line official. (Recommendation 132) "Give more emphasis to cost of employee transfers."
- (61) Washington staff officer. (Item 4) "Government take over homes and pay employees at appraised value upon request" when it is to advantage of agency for him to transfer.

Statements Made Relative to the Personnel Policy Review Meeting

- (11) Washington line official. Thought one of two things which were helpful was "giving line operating officials opportunity to review and comment on personnel instructions and directives."
- (20) Washington line official. Says "I can see many direct benefits from the Policy Review Meeting."
- (48) Washington staff officer. "I don't identify any of the recommendations as ineffective or limiting. The general tenor of the meeting was to propose activities that would be both effective and liberating."
also
". . . in analyzing the proposals for which the Department itself has responsibility, I feel we have made progress."
- (56) Washington line official. "All in all, I felt that the Philadelphia Conference was a most important one. It certainly demonstrated that the Office of Personnel means business and that fact has been later demonstrated."
- (60) Field staff officer. "The meeting was most helpful and informative."
also
"I want to personally commend Personnel Director Barnes and his staff for their aggressive leadership. It is like a shot in the arm.
"How about another Department Personnel Meeting in 1963?"

Statements Made in Partial Answer
To Question 3 - Do you think sufficient
emphasis has been placed on what you consider
the important approved recommendations?

"Excellent attention has been given to the recommendations."

"The record strikes me as exceptionally good."

"Some excellent work has been done and much more is planned in
the important areas."

"Good emphasis on key recommendations."

"I want to commend the Office of Personnel for their aggressive
action in recent months on personnel matters."

"A good job has been done on follow up action and keeping
participants informed."



